EWU IT CHALLENGES AND OPPORTUNITIES
(according to 2008 - 2011 Institution Information Technology Strategic Plan)
(проблеми та перспективи інформаційних технологій СУВ
(згідно зі стратегічним планом розвитку IT на 2008 – 2011 рр.)

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На основі порівняльної характеристики ІКТ-інфраструктур Східного Університету Вашингтону (США) і Херсонського державного університету (Україна) та опитування адміністраторів обох навчальних закладів щодо використання ІКТ в професійній діяльності в роботі представлено Концепції розвитку ХДУ, а також проект Стратегічного плану розвитку ІКТ в цьому ВНЗ.

Ключові слова: ІКТ-інфраструктура, Стратегічний план розвитку ІКТ, моделі управління IT.

Abstract. In the conditions of dynamic market change and the structure of educational services, strengthening of the requirements of quality training for specialists of higher level, the development of competitive strategy is one of foreground objectives in a university activity. Redistribution of responsibilities, appearance of new decision making mechanisms, including external objects into the internal structures of an institution of higher education cause the change of standards of corporate behaviour of students, staf, and faculty. In such complicated and ambiguous conditions, effective IT management allows the realization of quick and appropriate new strategies for university development, depending on the public demand. For example, considering the higher educational institution as a corporation for the maintenance of students' educational interests, allows to change to accent the university activity from a simple transfer of certain knowledge from a faculty member to student, to the creation of knowledge, which provides effective possibilities for teaching the staff to develop necessary informative resource and almost unlimited possibilities in communications, on one side, and on the other side, provides any student with the possibility to use all of the information and communication resources created by the institution of higher education for satisfaction of his/her own intellectual wants in any convenient time. This is the challenge that enables the shift to the accent from mere knowledge transfer to the creation of a suitable environment and formation of students' motivation. The roles and the permissions are changing accordingly. The statement may *as* well be implemented concerning the management model that demands using modern university's transformational patterns. The latter ones are to save the integrity, adequate relations between the system elements and provide the correct correlation of formal relations to informal ones (with the following architecture legalization in the corresponding formal structure) – what is called he Congruent Model.

As a result, the code of the desired conduct of all of subjects that realize their activity in the university must be changed. And certainly, it is necessary to stimulate new principles of conduct by means of management, including budgeting of a whole higher educational institution in accordance with the requirements of IT.

In such context, there are the following re-

quirements to universities which are planning to manage information technologies effectively:

— to form a clear view of the own strategies of educational services provided and the role of IT in their realization;

— of the utmost importance, to be transparent, for the students and tutors, and outside, for the future students, tutors, authorities, labour market and all the interested persons. This aspect, first of all, is provided by effective IT management, as they must assure such factors, as actuality, certainty and safety of the corresponding business information;

— to keep record of facilities which are outlaid on ff, manage these facilities and value which is gained from IT;

— to distribute responsibility for organizational reassignments, that are necessary for a successful use of new possibilities of IT;

— to learn by experience of every specific case of IT management and become the supporters of the compatible and repeated use of IT assets.

Introduction. Late in 2006, Eastern Washington University made a strategic decision to reorganize the information organization, separating the Dean of Libraries and the Chief Information Officer (CIO) responsibilities. During the intervening months, the institution took part in a national search for a new CIO. Dr. Gary L. Pratt, started with the university August 1, 2007 and reports to the President of the university.

During the 2008/2009 year, the university information technology organization completed a comprehensive review and strategic planning process. The intent of this process was to create an effective and efficient information technology organization aligned with the Eastern Washington University vision, mission, and strategic direction. The result was the 2008 - 2011 Institution Information Technology Strategic Plan (see Appendix III). The Eastern Washington University Board of Trustees approved this plan in February 2009 [1].

In support of the university's mission and vision, early in the 2008/2009 year, the Office of Information Technology began implementation of this plan. In the plan, multiple strategies and actions outline how the Office of Infor-

mation Technology will achieve the following goals:

Goal 1: Provide an Effective, Efficient, and Flexible Information Technology Organization. The Office of Information Technology will become a comprehensive, collaborative leader for innovation, implementation, maintenance, and support of information technology systems across the institution.

Goal 2: Provide a Robust Technology Infrastructure. The Office of Information Technology will develop and maintain a robust infrastructure that will ensure the security, availability, and integrity of the institution's information technology systems and networks.

Goal 3: Provide Professional Customer Service and Support. The Office of Information Technology will develop a highly-effective, comprehensive, professional customer support structure.

Goal 4: Provide Leadership in Developing and Maintaining a Strong Institutional Data and Reporting Environment. The Office of Information Technology will work with institutional leaders in developing a secure and available system for creation, collection, recording, maintenance, and reporting of institutional data [1].

June, 2011 brought the 2008 - 2011 Institution Information Technology Strategic Plan to a successful conclusion with 95% of the Goals, Strategies, and Actions completed as planned. Eastern Washington University recently completed a new institutional strategic planning process, under the leadership of the Chief Information Officer. Currently, the CIO is developing the next division-level strategic plan, based upon the new institutional plan [1].

Rocky Budget Environment. During the 2008/11 and 2011/13 biennia, the university went through significant budget reductions because of the state of the economy. The Office of Information Technology received its proportional budget cuts as a result. This led to cuts in staff positions (both vacant and filled) and operating. Although the IT division made extensive efforts to minimize the effect of this issue by streamlining costs and implementing more efficient and effective strategies for investment, this issue has had significant

affects on the division's ability to provide a technological support structure. The development and implementation of a formal IT Strategic Plan has made the ability to respond to these issues easier in that all decisions are weighed against the division's ability to achieve this plan's objectives [1].

Since 2012 KSU has been under the similar changes: University staff reduction, zero-investments in IT-infrastructure and financing decrease. Still, it is almost impossible to compare the two higher educational establishments' budgets (KSU IT budget is approximately $250,000 per year, EWU IT budget is approximately $9,860,923 per year).

Recruitment, Retention, and Skill Development of IT Staff. Recruiting and retaining qualified IT staff is a major challenge. The budget crisis mentioned above has affected this challenge in ways other than past years with the loss of staff positions through layoffs and vacant position eliminations, freezes on hiring, reductions in student worker funding, and a significant reduction in professional development [1].

Expectations of Students, Faculty, and Staff. At EWU, the centrality of information technology, office automation, and automated systems in the work of the university causes students, faculty and staff to have high expectations for the IT support they will receive. Current and prospective students expect to have access to university information and services (such as course registration or application for admission) at all times. Staff and faculty expect to be able to use administrative systems at all times so that they can work whenever and wherever needed. All expect that appropriate levels of IT staffing, hardware, and network capabilities will be in place to support the applications they select for use for instruction, administrative work, and research. When they need help with equipment or software, they expect to have assistance at the time of need. The current budget crisis exacerbates the Office of Information Technology's ability to successfully support these needs.

The implementation of the IT Strategic Plan has allowed the Office of Information Technol-

ogy to better respond to these needs with a consistent focus, ability to determine standard practices and purchases, and provide comprehensive IT support across all of campus [1].

Technological Skills of Faculty and Staff. The use of technology in the daily work of students, faculty, and staff drives the need for continual training and timely upgrades of computing and software. Communication within campus and EWU's ability to work effectively with peers across the state and beyond depends upon availability of relatively up-to-date office automation and skills in using that automation. The ability of faculty to provide effective instruction and to interact with students outside class time depends upon the availability of appropriate hardware, software, and support services as well as the faculty members' skills in using available technologies to enhance teaching and learning. There is a significant demand on staff time for training of end users, equipment and staff support, and housing and operating associated servers [1].

According to our data, at KSU only 10% of administrative staff use ICT directly in the managing system. Almost 80% of academic staff instruct the chair assistants to prepare the e-didactic materials and publish them in the University's resource database, instead of doing it by themselves. Thus, there occurs an effect of an intermediary person between the ICT tools and the educational materials developer.

Conclusions. Our research made us conclude that there exists a contradiction between the ICT nature of development (mostly the speed of their spread) and quite a high inertness of a university's life cycle. This leads to constant system crises in transformation from formal to informal model of corporate management. In the first line, it influences the changing behavior of staff with ICT using in the professional activity.

The solving of the above mentioned contradiction, according to interviews and questionnaire poll results, lies in the plane of congruent model use, in which students', administrators' and staff involving by means of interviews, committees and group discussions,

transition to informal model etc. is the basic component.

As far as educational needs of students generate demand and ICT, on the one hand, and American universities' administration, on the other hand, really quickly react to them, there exists the danger of consumer's attitude towards educational information. This danger is not clearly seen nowadays, but may become apparent in future generations.

Our investigation showed that the EWU experience may be successful if used while implementing the corresponding reforms at KSU. Surely, all peculiarities of Ukrainian educational system should be taken into consideration. This may become the basis for further investigations and grant application.

Резюме. **Спиваковский А.В. ПРОБЛЕМЫ И ПЕРСПЕКТИВЫ ИНФОРМАЦИОННЫХ ТЕХНОЛОГИЙ СУВ (согласно со стратегическим планом развития IT на 2008 – 2011 гг.).** *На основе сравнительной характеристики ИКТ-инфраструктур Восточного Университета Вашингтона (США) и Херсонского государственного университета (Украина) и опроса администраторов обоих учебных заведений относительно использования ИКТ в профессиональной деятельности в работе представлено Концепцию развития ХДУ, а также проект Стратегического плана развития ИКТ в этом вузе.*

Ключевые слова: *ИКТ-инфраструктура, Стратегический план развития ИКТ, модели управления ИТ.*

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